

SELF-LEADERSHIP FOR PROFESSIONALS

Selected Problems in HR, #38:533:612.01, Tuesday, 4:30-7:10, Rm 106 Levin
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Course Overview

The objective of this course is to help you develop your leadership skills. It is a personal course, with you as the focus. Throughout the semester, you will be prodded to deepen your self-awareness and begin taking action to improve your effectiveness as a professional, a manager and a leader. By the end of the semester, you will have a better understanding of skills that you should continue to develop and a personal plan for how to ensure your own continued learning and development.

We will use a variety of methods to encourage and direct your development of leadership skills, including readings, discussions, case studies, self-assessments, peer feedback, personal reflection, action learning assignments, and skills practice. In comparison to many other courses you have taken, your grade for this course will be determined relatively more by your active engagement in the process of personal development.

Course Website

The course readings and all materials for class assignments and activities are posted on the class website. You are expected to learn how to navigate the website, check it regularly for announcements and assignments, and use it to submit your assignments.

Registration is required to access the website. Instructions for accessing the course website will be sent to your Rutgers email address. ALL email correspondence regarding this course will use your Rutgers email address. You are responsible for staying up-to-date with email sent to your Rutgers email address.

Course Policies

A. Due dates are real. This course involves a great deal of active learning. It assumes that you learn by doing, and by engaging in discussions with other members of the class. Everyone is an important part of the learning process. If you fall behind, everyone in the class misses an opportunity to learn. Thus, ALL assignments are due at the beginning of class the week they are assigned. Assignments can be completed early

without penalty. If you know you will miss class when a presentation is due, you should arrange an alternative earlier date for your presentation.

If you do not complete an assignment by the due date for any reason, you may submit it up to one week late.

B. Late work will lose points. One late assignment will be accepted with no penalty. For any subsequent late assignments, one grade point will be deducted from your assignment grade. NOTE: If a team assignment is late, all members of the team will be affected.

C. Submit written assignments at the beginning of class on the date due. In general, you should submit an electronic copy of every graded assignment using the **Dropbox** on the class website prior to class. In addition, you should bring a copy of your completed assignment to class so you can refer to it during our class discussions. Please use **12-point font and single spacing** when preparing these assignments.

D. “Redo’s” will not be re-graded. You may redo any assignment you wish in order to increase your learning. However, I will record only your grade on the original product.

E. There will be no “extra-credit” assignments.

Course Grades

The points assigned to each assignment can be found in your electronic grade book on the course website. Each graded assignment will be scored as follows:

- 3 Excellent: Shows considerable effort and professionalism.
- 2 Satisfactory: Acceptably good, but not outstanding.
- 1 Weak :Completed, but somewhat below expectations.
- 0 Unacceptable: The task was not completed, completed too late or was done very poorly.

Final grades will be assigned based on the percentage of possible total points received as follows:

- A 100-90 %
- B+ 89-87 %
- B 86-80 %
- C+ 79-77 %
- C 76-70 %
- D 69-61 %
- F 60-0 %

Course Assignments

General Policy: Life is dynamic, and so is this syllabus. Use the website as your guide to the course, keeping in mind that we may alter some of the assignments as the semester progresses. Assignments may be modified to accommodate visits by invited speakers, weather-related events, our class discussions, and so on.

The course website is the only official location for up-to-the-minute details about class activities and assignments. You will find a list of the readings and written assignments for the week as well as any other materials related to our class meeting on the website. All learning materials appear in the week the work is due.

Individual Assignments

1. Self Assessments (DUE before class begins on the day they are assigned):

Throughout this course, you will be asked to complete several self-assessment questionnaires that will give you insights about your learning style, personality, attitudes, and so on. Be sure to complete these, score them, and bring your scores to class on the day assigned.

2. Knowledge Application Worksheets (DUE Weekly):

Knowledge Application Worksheets ask you to record your thoughts about how you can **apply** what you are learning. After each class, you should complete the Knowledge Application Worksheet and submit it within 3 days using the Electronic Dropbox.

3. SSS Software In-Basket Exercises (DUE Jan. 27):

This exercise will be handed out in class. Be sure to complete it before class and bring a copy of your answers for the class discussion.

4. Attend and Analyze a Meeting (DUE Feb. 3):

Attend a non-student business meeting (e.g., a city council or other public meeting, a shareholder's meeting, a staff meeting) and analyze what occurred. Describe *what* went well and what did not go so well at the meeting. If possible, talk to some of the other people who attended to get their views. Discuss *why* some things went well, and *why* there were problems. Imagine the person running these meetings asked for your advice about how to improve—what advice would you give? Finally, describe what you learned from this experience and the implications for you.

Written Report: Write a 3-page summary of what you learned about the competencies needed (a) to run a meeting effectively, and (b) to be an effective participant. What are the implications of these lessons for you?

NOTE: It is okay for a group of students to attend the same meeting and discuss it, but you need to do individual write-ups.

5. Interview TWO Managers and Write a Report (DUE Feb. 17):

Interview two managers with the intent of learning the most critical problems they face in their jobs as managers, the skills and abilities they use as managers, and major reasons why some managers are ineffective.

Written Report: Write a 2-page summary of what you learned about the competencies needed to be an effective manager, and the pitfalls you will need to avoid. What are the implications of these lessons for you?

NOTE: It is okay to conduct these interviews jointly, but you need to do individual write-ups.

6. Interview a Leader and Write a Report (DUE April 21):

Identify a person that you admire as a leader and set up an interview. Interview this person with the intent of learning their leadership philosophy, how they got where they are, how their experiences shaped who they are as a leader, major leadership challenges, the strategies they use to influence others, and their approach to continuous self development.

Written Report: Prepare a 2-3 page written summary outlining what you learned and how you can apply what you learned.

NOTE: It is okay to conduct this interview jointly, but you need to do individual write-ups.

7. Personal Development Plan (DUE April 28):

Prepare a report that describes a personal development plan to improve your management and leadership competencies during the next 1-2 years. Use as input for this report information about competencies needed to be an effective manager and leader, the assessments you completed during this semester, feedback you received from others, your own goals for improvement, and anything else that you feel is useful. Describe where you are as a manager/leader, and where you would like to be. Analyze your strengths and weaknesses and describe your priorities for development. Describe specific actions you can/will take to attain your personal goals. Finally, consider the challenges you will face as you attempt to implement your plan and describe how you will attempt to tackle these challenges. A worksheet will be provided for this assignment.

Team Assignments

1. Team Movie/TV/Life Analysis. Part 1 (DUE Feb 10):

As a *team*, watch a movie or TV show or series or go to a real life event that you can relate to the topic of leadership (e.g., a speech or rally). Analyze the leadership style(s) you observe and discuss them as a team. A selected bibliography of movies to consider will be provided, but your group is free to analyze any movie, TV show or actual event that fits the course topic.

Team Written Report: Write a 3-page summary to describe the leadership styles you observed. Based on your team discussion, what did you learn about differences in the way members of your team think about leadership? Do you all have the same views about what effective leaders do? Describe some of the areas where members of the team agree and areas where they disagree about what effective leadership looks like. What the implications for members of your team?

2. Team Movie/TV/Life Analysis. Part 2 (DUE April 7):

As a team, select another, different movie or TV show, or another event to observe *together*. BEFORE watching, prepare a list of competencies of interest to team members. As you watch, look for evidence of these competencies and take notes. Then discuss your observations with each other. Did you all interpret what you saw in the same way? Discuss your areas of agreement and disagreement? What might explain any differences among members of the group? Reflect on your team's experience with the first assignment and compare it to your experience this time. In what ways have your views of effective leadership changed?

Team Written Report: Write a 3-5 page summary describing what you learned from this assignment. What are the implications of for developing your own leadership competency?

3. Team Lessons Learned Presentation: (DUE May 5):

As a team, find a creative and entertaining way to share the most significant things you have learned from this course (as individuals and/or as a team). Begin by reviewing your Knowledge Application Worksheets. Analyze what you learned and identify one or two key ideas to present. Then use poetry, pictures, musical expression, skits, games and other non-traditional ways to present your most important lessons learned.

Possible Movies to Review

There are dozens of movies that illustrate good and bad self leadership and development, as well as many TV shows. Here are a few movies to consider.

1. The Lion King
2. Apollo 13
3. Thirteen Days
4. The Missiles of October
5. Rudy
6. Tucker
7. Stand and Deliver
8. 12 Angry Men
9. Braveheart
10. Fight Club
11. Dead Poets Society
12. The Fog of War - Eleven Lessons from the Life of Robert S. McNamara
13. The Bridge on the River Kwai
14. Patton
15. Twelve O'Clock High
16. Norma Rea
17. Nine to Five
18. Gandhi
19. Lord of the Flies
20. Cuban Missile Crisis
21. Saving Private Ryan
22. Other People's Money
23. Milagro Bean Field War
24. Flight of the Phoenix
25. Stand and Delive
26. Mr. Holland's Opus
27. Paths of Glory
28. Office Space
29. Wall Street
30. China Syndrome

SAMPLE WEEKLY MODULES

Week 1, January 20: Introduction to the Course and Each Other

Class Activities

- Meet Classmates and Introduce Self
- Review the Syllabus and Course Website
- Discuss Aspirations
- Form Teams

FILL OUT: [My Aspirations worksheet](#)

FILL OUT: [Our Aspirations worksheet](#)

FILL OUT: [Team Information Form](#)

Assignment

DUE: [Knowledge Application Worksheet 1](#). Send to the Dropbox by Friday, Jan. 23.

Week 2, January 27 Recognizing Leadership Competencies

Assignments

1. [SSS Software In-Basket Exercise](#): Do this exercise. It takes about 2.5 hours.
2. [SSS Software Response Worksheet](#): Print it. Fill it out. Bring it to class. I will ask you to hand this in to me so I can record your grade.
3. [Knowledge Application Worksheet, Week 2](#): Send to Dropbox by Friday.

Class Activities

- Identify Components of Leadership Competency
- Share and discuss SSS Software results
- Begin to Evaluate Your Management and Leadership Strengths and Weaknesses

Optional (to do after class)

- Click on the "Supplements" tab for this week. Use the self-evaluation form to gain additional insight into your own strengths and weaknesses.

*****TO SEE THE REMAINING WEEKLY MODULES, YOU MUST VISIT THE CLASS WEBSITE**